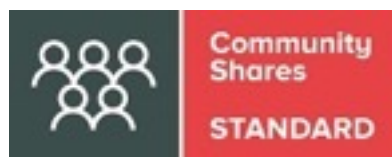


# BATH CITY FC SUPPORTERS SOCIETY



## BUSINESS PLAN FOR REVISED COMMUNITY SHARE OFFER 2016



The Community Shares Standard Mark is awarded by the Community Shares Unit to offers that meet national standards of good practice.

For more information about community shares, the Community Shares Standard Mark and the Community Shares Unit, go to: [communityshares.org.uk](http://communityshares.org.uk).

# 1. Introduction

This Business Plan accompanies the Bath City Supporters Society's Revised Community Share Offer 2016. While this business plan primarily focuses on the financial performance of the club, please note that the share offer is being made by the Society, which must explain to investors how it intends to generate enough of a surplus to eventually repay their investment.

The Society will use the share capital it raises through the community share offer to buy shares in the club. Running the club will then be the Society's principal business activity, which is why the bulk of this document focuses on how to make Bath City FC itself profitable from year to year.

Moving the club from annual loss to annual profit, however, is only one of three major preconditions that must be in place before buyers of community shares can expect to be repaid.

Before the Society can start to repay community share holders:

- the club must clear all debts from directors' loans, which we expect it to be able to do via a partial development of Twerton Park
- the Society raise enough funds to acquire a 75% shareholding in the club and convert it to a community benefit society
- The club must return to operational profitability

In particular, we must stress that, unless and until the Society is able to secure full control of the club and convert it into a community benefit society, the shares in the Society cannot be withdrawn and will not receive any interest.

## What is the Bath City Supporters Society?

The Bath City Supporters Society was founded in 2002 after raising funds towards the buyout of a previous majority shareholder. It has the legal form of an “industrial and provident society - community benefit society”, and currently has 126 members. Its members elect a Board of Directors (commonly known as the Society committee) each year at its AGM.

The Society’s objects are to benefit the community by:

- being the democratic and representative voice of the supporters of the club and strengthening the bonds between the club and the communities which it serves;
- achieving the greatest possible supporter and community influence in the running and ownership of the club;
- promoting responsible and constructive community engagement by present and future members of the communities served by the club and encouraging the club to do the same;
- operating democratically, fairly, sustainably, transparently and with financial responsibility and encouraging the club to do the same;
- being a positive, inclusive and representative organisation, open and accessible to all supporters of the club regardless of their age, income, ethnicity, gender, disability, sexuality or religious or moral belief.

For more on the Society, please visit [www.bathcitysociety.org](http://www.bathcitysociety.org).

### *1.1 Clearing long-term debts through a partial redevelopment of Twerton Park*

The plan for tackling the debt is to partially redevelop Twerton Park and use the proceeds to pay off a large proportion of the club’s long-term liabilities, including directors’ loans - which early research suggests is very possible.

Potential investors and development partners have been identified. ***We want to stress, however, that no concrete decisions have been made about the final shape and form of the partial redevelopment, and there is still plenty of time for members of a majority community-owned club to have a say in this.***

The proceeds from the community share offer would not directly fund this redevelopment - rather, they would allow for a refinancing of some of the club’s debts that would give us time to bring in private investment in the redevelopment. Nor do we expect proceeds from the redevelopment to provide the Society with any liquidity to repay community shareholders.

## *1.2 Converting Bath City FC to a community benefit society*

As and when the current majority shareholders' debts are cleared through the proceeds of a partial ground redevelopment, the Society will seek to exercise its right (as per the heads of terms) to purchase the remaining shares of the current majority shareholders (approximately 200,000 shares). If it can do this, it will acquire a controlling stake of over 75% and use this control to convert the club to a community benefit society (Bath City CBS).

The Society would then amalgamate with the new Bath City CBS, creating a single share register. Members of the Society would automatically become members of the new CBS, and minority shareholders would be able to join the Society and apply for community shares to replace their existing shares.

To achieve this, however, the Society must at a future date have a further £200,000 in funds to purchase the remaining shares. Depending on the amount raised in this community share offer and the future circumstances of the club, it may seek these funds through such means as social lending, donations or a second community share offer, among others.

## *1.3 Long-term commercial performance*

While the Society's ability to repay the community shares depends on first paying off the current majority shareholders' loans and then acquiring a 75% stake in the club in order to convert it into a community benefit society (Bath City CBS), the overall long-term aim is still to repay investors through the improved financial performance of the club.

If the Bid succeeds, the Society will have a majority (6 of 9) on the club's board. This has been agreed via a heads of terms agreement with the existing majority shareholders. This means that the Society would have the authority and capability to immediately start executing its business plan for the club.

## *1.4 Key risks*

The key risks to the repayment of community shares are, therefore:

- The club being unable to realise a financial windfall via a partial redevelopment
- The Society being unable to achieve a 75% stake in the club because it cannot raise sufficient funds (both through this community share offer and other future funding sources) to purchase the current majority shareholders' remaining shares
- The Society's business plan failing to return the club to long-term operational profitability

## *1.5 A Note on Valuations*

The Society has agreed in its heads of terms agreement with the club's current majority shareholders to use the proceeds from the community share offer to buy new and existing shares in the club at £1 a share. This price is the nominal share price, agreed as the result of negotiation rather than any formal process of valuation of the club or its assets.

## 2. The Society's Business Plan for Bath City FC 2016-20

A recapitalised and revitalised Club, majority owned by and democratically accountable to the Supporters Society.

### 2.1 Role of this Business Plan

This plan lays out the strategy, finances and a top line operational outline for the Club's next 4 years, starting with transfer of a majority stake of the Club's ownership to the Supporters Society and a new Board being put in place. The new Board will consist of a group of new, commercially experienced and community oriented Directors joining a minority of the previous Directors, adding new expertise, knowledge, understanding and contacts to the Club, and complementing the benefits of continuity provided by the latter.

### 2.2 Our Purpose

The purpose is to develop a bigger, better, community owned football club. We will develop a Club more appropriate for a World Heritage City like Bath, which is already rich in culture, with a strong sporting prowess. We will be a vibrant, community owned club, driven by a clear commitment to delivering social benefit and sustainable finances.

Initially we will be run by a Board including the new Directors appointed and elected by the Supporters' Society, the new majority shareholders. Within a few years (post a partial redevelopment) Bath City FC will become a Community Benefit Society (CBS - see Appendix 3).

Our key objectives are:

- investing in the playing performance so the Club climbs the leagues
- creating real community engagement and worthwhile social impact
- reaching out to the socially excluded and disadvantaged of Twerton, Bath and wider NE Somerset
- transforming the Club's commercial performance to become profitable
- reconnecting the Club to the rest of Bath so that it enjoys a broad base of support

To realise this, we will develop and define the Club brand and philosophy to inform both the football and all of our activities.

This will include a Football Working Group that will seek opportunities to develop a common "Bath City style of play" across all ages, in partnership with Bath City Youth, the

Bath City FC Community Sports Foundation, the Bath City Academy and the University Development Squad, thus creating more opportunity to bring home-grown talent into the first team.

The brand will also be applied to how we develop and manage our commercial partnerships and sponsorships, plus our hospitality and leisure activities.

Our Club brand will encapsulate the essence of the Club and it will be crystallized once the new Board is in place. We will run some simple workshops with members of the wider team and supporters to define it more precisely and gain “alignment” and ownership across the organisation and Club.

## 2.3 Finance

### 2.3.1 Projected Profit and Loss

The current commercial activity is already performing much better as a result of the dedication and drive of an existing volunteer Commercial Manager. We further believe that the successful introduction of new Board members, with their own network of contacts and more volunteers in the various Working Groups, can create new opportunities for sponsorship and advertising.

Alongside this commercial growth and the improved connections to the Bath business community, there will be a focus on improving our database, the Customer Relationship Management (CRM) programmes, digital marketing and social media.

This has already started with the 1000BC programme, and through the continued efforts of this Working Group and with the development of a large and usable database, we would expect to see increasing attendances, which will in turn help create more interest for sponsors.

Below are the outline financials for the past two seasons and how we see those developing over the next four years.

	FY 14/15 Actual	FY 15/16 Actual	FY16/17 Forecast	FY 17/18 Forecast	FY 18/19 Forecast	FY 19/20 Forecast
Revenue	535,951	432,662	489,523	569,585	673,638	792,544
Direct Costs	407,318	368,150	416,138	450,174	497,199	550,587

Gross Operating Profit (Loss)	128,632	64,512	73,385	119,411	176,439	241,957
Indirect costs	129,132	123,998	163,121	190,329	204,220	214,515
Net Operating Profit BITDA	(499)	(59,486)	(89,735)	(70,917)	(27,981)	27,442
Net Profit / (Loss)	(25,143)	(83,947)	(114,990)	(96,172)	(53,236)	2,187

## Notes to Finances

The results for FY 2015/16 show an increased loss compared to the previous year, in which the club had enjoyed an exceptional FA Trophy run.

### Four-year Financial Plan (starting 2016/17)

The club is forecast to make a loss of circa £115,000 in Year 1 but this includes new expenditure on the appointment of a General Manager from late autumn and the provision of a competitive marketing budget, which will assist in reducing these losses in subsequent years until a surplus is achieved in Year 4 as income is increased. The Financial Plan does not include the installation of a 3G pitch. Dependent in part on how it is funded, this can offer considerable revenue opportunities from both use of the pitch and increased use of the other facilities at the club.

### Revenue

Football attendances and income are budgeted to increase year on year driven by our "1000BC" campaign to increase average attendances to 1000 by year 4 and higher average spend per paying supporter. Football income can be accelerated by hitting our "1000BC" target earlier.

Commercial income is due to increase in Year 1 partly as a result of the appointment of a General Manager to focus on this type of income stream, but also building upon the new club lottery which commenced in 2015/16, and will steadily increase as new opportunities are maximised.

Social Club income represents a big opportunity for expansion. Targeting growth in Year 1 of 20% with subsequent year on year increases of 15% as the venue is maximised to its full potential.

Market and Stadium hire income has declined owing to the expiry of certain contracts. A full assessment needs to be made of the potential to hire out the stadium for other events

as well as development of the site to create rental opportunities that will come out of the strategic review.

Merchandise and programme sales are due to increase in line with attendances and are budgeted to grow 25% in Year 1. Opportunities to sell merchandise through a city centre retailer will also be pursued.

Other revenues relate mainly to the mobile phone operator masts on-site.

## **Costs**

The trading costs of the business are budgeted to be in-line with past performance but with inflationary increases at 3-5% per annum with the following exceptions:

- Player wage budget to increase by 10% per annum
- Total Social Club wages increasing as a proportion of revenue growth and greater staffing levels
- A General Manager employed

Historically the Club has had to rely on ad hoc voluntary loans and donations to meet its day to day funding requirements as they have arisen. This has made any form of medium-term planning and investment in the Club very difficult to achieve. Under the ownership of the Supporters Society, the Club will now have access to sufficient medium-term working capital to invest in the playing squad, marketing and its operational capacity. This funding should also be sufficient to cover the above projected losses until the Club reaches break-even and the ground redevelopment project is completed, thereby repaying debt.

This investment in the Club will commence in the current season. It explains why both direct and indirect costs will increase in 2016/7 and the Club's Net Loss will widen in the current year. Thereafter, the benefits of these investments should start to show through as home attendances rise to an average target of 1,000. Gate receipts and other commercial revenues all increase as a consequence of this new investment. The new Board is projecting that the Club will achieve break-even by 2019/20 at the latest.





## 2.3.2 Balance sheet projections

	31.5.16	Projected 31.10.16	Projected 31.05.17	Projected 31.05.18	Projected Post-PP*
	£	£			£
Fixed assets	387,436	387,436	387,436	387,436	387,436
Current assets	40,000	40,000	40,000	40,000	57,634
Current liabilities	86,045	86,045	86,045	86,045	86,045
Long term liabilities	1,171,204	871,204	986,194	1,082,366	0
	<u>-829,813</u>	<u>-529,813</u>	<u>-644,803</u>	<u>-740,975</u>	<u>359,025</u>
Share capital	500,000	800,000	800,000	800,000	800,000
Revaluation reserve	231,742	231,742	231,742	231,742	231,742
Profit & Loss Account	-1,561,555	-1,561,555	-1,676,545	-1,772,717	-672,717
	<u>-829,813</u>	<u>-529,813</u>	<u>-644,803</u>	<u>-740,975</u>	<u>359,025</u>

\*Post-PP = post-planning permission

## Notes on balance sheet projections

We estimate that, following a successful share offer, new shares in Bath City FC would be issued by 31 October 2016 (second column).

The share proceeds (assumed here to be the minimum target of £300,000) would then be used to repay long-term liabilities.

The committed medium term funding of £300,000 from a group of supportive investors will cover expected 2016-19 losses of approximately £250,000. As it will be drawn down as and when it is needed, it has been not introduced immediately as a lump sum on the club's long-term liabilities post-Bid (second column).

No date has been set for the partial redevelopment, hence these figures are illustrative, but it is hoped that planning permission will be granted within two years. The development will involve a partnership with developers who will provide the necessary development finance. Bath City FC Ltd would receive a capital gain on planning permission being granted. We expect this to be in excess of £1m, which reduces accumulated losses.

Development will then take between 12-18 months before Bath City FC has new facilities, which will give rise to a new fixed asset value and write-back of the revaluation reserve to profit and loss.

## 2.4 Key drivers for improved commercial performance

The areas that the new Board and Working Groups will focus on are:

- Improved attendances based on playing performances and the 1000BC work leading to growing gate revenue;
- Getting the Conference & Events revenue back and growing it (after the loss of the regular Bridge Club income). This is a key focus for the new General Manager;
- Better range of merchandising sold more effectively;
- Increased food and beverage spend per head with a better offer more efficiently delivered;
- We will invest sensibly in the playing squad;
- And appoint a GM, whom we expect to help beat the revenue figures.

## 2.5 Key risks

- There is no guarantee that increased awareness will result in higher attendances. However, it is equally true that without increased awareness attendances will never grow, and the starting point for the work on increasing attendance numbers will start with awareness. Contemporaneously we will engage with local schools, colleges and universities to reach out with trial matches and special offers designed to grow the core supporter base.
- There is an inherent risk that there is no interest in football within Bath; however that is flying in the face of public interest. Football is the world's most popular sport, and is contrary to research conducted across Bath by a Bath Spa University MBA student, which suggested that just over 50% of the Bath population have an interest in watching live football.
- Again, increased awareness of the club's meeting rooms does not automatically translate into increased bookings, but it is nevertheless an essential task.
- The main risk to the business plan is the inherent inertia within the club and the challenging commercial environment for lower league football in general. The approach to obviating this risk is through appointing skilled and experienced directors to the Board and the appointment of a General Manager whose role is to transform the commercial performance of the club through new strategies, campaigns and ideas.

## 2.6 Transformation Strategy

The transition and transformation are built upon five strategic objectives to drive the move from loss-making football club to a vibrant, sustainable community asset.

### 2.6.1 Key Objectives:

- Building a Community Club
- Building a Sustainable Club
- Creating a Platform for Playing Success
- Improved Supporter Experience
- Delivering a Positive Social and Community Impact

## **2.6.2 Professional Business Management**

We will appoint a full-time General Manager (GM) with the brief to manage business operations on a day-to-day basis. Building a successful non-match day business will be a key focus, plus ensuring the infrastructure, health and safety, and facilities of Bath City FC (and any additional facilities brought on site from time to time) are fit for purpose and regulatory compliant. We expect the expertise for these areas to lie in the Operations Working Group, however.

He/she will work closely with the Working Groups and casual staff, and support the community activities. The role will include being the main point of contact for all operational elements of running the Club and the smooth operation of the facilities during the week, and the stadium on match days.

With the new Supporters Society appointed directors leading the Club, we do expect an increase in volunteer involvement, and to help manage this, we will create a Volunteer and Partnerships Manager role (also voluntary). He/she will coordinate new volunteers coming into the Club (i.e. finding them the best fit/most suitable role) and also lead on engagement with educational and other institutions, to ensure the delivery of tangible career and personal development opportunities.

## **2.6.3 Strategic Reviews**

The new Board will initiate a series of strategic reviews, each led by a Board member and supported by the dedicated Working Groups.

1. Stadium: progress and execute Twerton Park stadium's redevelopment;
2. Football: review of football structures, facilities and support systems to ensure the club is equipped for, and capable of, progressing up the football leagues;
3. 3G Pitch: review the pros and cons of an all-weather pitch.
4. Commercial: measure ourselves against commercially exemplary non-League and League clubs to ensure we deliver the best possible commercial performance;
5. Match day Experience: review the fan experience and engagement, marketing activity and ensure we reach and engage a wide base.

## **2.7 Objectives in detail**

### ***2.7.1 Building a Community Club***

**Community ownership** - sport in general, and football in particular, is rooted in its community. By moving to community ownership Bath City FC can put community benefit at its core, honouring its heritage while building a vibrant, sustainable club that is fully a part of its community.

**Engaging local people & businesses** - re-engaging and connecting Bath's residential and business population with its football club, creating a virtuous circle of community ownership, participation and success.

**Embedding Bath City FC at the centre of local life** - we currently sit outside mainstream City life. The new Board will make it a priority to benefit from and contribute to its local community. Then the new CBS legal form will make this a core commitment.

This will happen in the following ways:

- Inspiring young people of all ages and backgrounds
- Involvement with the local business community
- Integrating local business, charities, government and other organisations in the positive benefits of football
- Supporting the local community through the club's Foundation activities

## ***2.7.2. Building a Sustainable Club***

**Developing the commercial offer** - will mean building on the existing commercial performance to introduce new companies and individuals as sponsors, partners and advertisers, with new offerings and benefits that appeal to a broad spectrum of businesses in Bath.

**Commitment to sound financial management** - we will not overstretch ourselves but grow gradually and organically and invest slowly, ensuring good business practice in football as well as the operational aspects of the Club.

## ***2.7.3 Creating a platform for football success***

Working with the coaches we will create a stronger football plan based around these initial elements:

**Home-grown talent** - we aim to have a large proportion of home-grown players in the future, coming through our youth structure.

**Performance analysis and improvement** - we will try and improve performance through better use of analysis of statistics, and potentially engaging with the University of Bath's Sport & Science programme to deliver improved performance.

**A Bath City style of play** - we will try to develop a common "Bath City style of play" across all age groups in partnership with Bath City Youth, the Bath City FC Community Sports Foundation, the Bath City Academy and the University Development Squad, reviewing the structure and setup of the Club's relationship with the above

## ***2.7.4. Improved Supporter Experience***

We recognise that despite the best efforts of Bath City's current volunteers, the existing match day experience could be improved and awareness of the Club is weak within the city and surrounding areas. In addition, the current marketing activity is small scale and assumes customer familiarity with non-league football and its experience.

Football today competes with multiple forms of leisure and entertainment and has to earn its "share of wallet." Match days need to be more enjoyable, creating an atmosphere and experience that is fun and attracts more "occasionals" as well as traditional supporters, both of whom should take away good memories and want to return.

Appealing to a younger audience is key, without alienating the traditional supporters, and this can be achieved relatively easily with some innovation and creativity. Generating interest and support from a wider, newer group of Bath City fans is vital.

Our objective is to increase average home game attendance to 1000 over time, hence the creation of the 1000BC Working Group. Our combination of increased awareness, improved match day experience and PR using video and social media will help deliver greater supporter engagement, participation and attendance.

There will also be on-going improvements for all areas of the supporter experience, from the pre-game build-up (e.g. developing interest and excitement about upcoming games and Club news via marketing, social media and PR) to the actual match (e.g. better food, drink and retail offer, plus competitions for supporters).

Marketing activity will, for the first time, be segmented and data driven, combining general marketing together with targeted campaigns aimed at students, families, disaffected Football League supporters and other sports enthusiasts.

The acquisition and implementation of a comprehensive customer relationship management (CRM) system to consolidate the Club's data sources will be critical in helping achieve specific, effective marketing campaigns.

Face-to-face marketing will also play a key role in the marketing strategy, with club ambassadors acting as champions for individual interest groups.

## ***2.7.5. Positive Social and Community Impact***

Once the partial redevelopment is complete, the change from a private limited company to a CBS will have far-reaching impacts for the club's engagement with the local community, using football and sport as positive agents of change, to increase participation, enhance social inclusion and promote public health. However, this doesn't need to wait for the formal transition to a CBS, but will start with the new Board, with a renewed community focus.

The new Board will include a director with responsibility for social and community impact. This director will lead a community impact working group to:

- Help local charities to make better use of what Twerton Park has to offer, including affordable meeting spaces, food bank collections and walking football, etc
- Work with organisations such as *Let's Kick Racism Out of Football* on nationwide campaigns
- Deliver local and national health initiatives through matchday publicity and the club's communications channels
- Support local and national social inclusion initiatives

The community director will seek a close working relationship with the independent Foundation to share information, foster co-operation and prevent overlap of efforts.

### **2.7.5.1 Bath City FC Community Sports Foundation**

The Bath City FC Community Sports Foundation, a registered charity, has already achieved such high impact that it earned the club the title of Football Conference South Community Club of the Year in 2014, the Vanarama National League 2015 Best Schools Project, and the Bath Chronicle Community Club Award in 2015. The Foundation delivers coaching and football-related activities in local schools, youth clubs, and for learning-disability groups, aimed at building self-confidence and esteem, communication and social skills.

Depending on the Foundation's own self-determined priorities and strategies, there is an opportunity to forge closer links between the Foundation and the playing side of the Club, offering engagement and inspiration for some of younger, less advantaged young people in and around Bath and North East Somerset.

### **2.7.5.2 Health Initiatives**

The new Board will also be committed to promoting and supporting public health initiatives, both through engagement in football itself - including via the Foundation and Bath City Youth - and through initiatives that are relevant to our community. We will commit to holding health-related events at 5 matches per season, engaging with our fan base in areas such as adult health, mental illness, blood donation, obesity and dietary issues and substance misuse. We will also work with relevant local agencies to provide a continuity of health promotion via the club's digital communication and its social clubs.

### **2.7.5.3 Social Inclusion**

The club will seek to support national and local initiatives focused on social benefit, whether from central government or a local charity such as Julian House's 'Meaningful Activities' scheme. Our Community Working Group would coordinate participants from such schemes with appropriate mentors and teams across everything from office support to retail work to ground maintenance.



### **3. Risks and Contingencies**

The main risk to the business plan is the inherent inertia within the club and the challenging commercial environment for lower league football in general. The approach to obviating this risk is through appointing skilled and experienced directors to the Board and the appointment of a General Manager whose role is to transform the commercial performance of the club through new strategies, campaigns and ideas.

The General Manager will be able to draw upon the commercial expertise of the newly-appointed board, whose number includes an ex-Premier League Managing Director who has benchmarked the commercial performance and ideas of League 2, Conference and Conference North & South clubs to identify best practice and most effective engagement methods, and former Chief Executive of Bath Rugby.

Any inertia will be addressed through a combination of ideas developed within the forum of Business Manager and Board, and implemented by the Business Manager in their daily work.

### **4. History**

Bath City FC was formed as Bath AFC in 1889, and has a rich varied history. This includes being the only semi-professional side to ever win a Football League trophy, when they won Division Two, North, during World War II. They also won the Southern League in 1960, 1978 and 2007. In 1978 Bath City narrowly missed out to Wigan on election to the Football League.

Since those heady days Bath City has enjoyed something of a roller-coaster ride, yo-yoing between the Conference Premier and Conference South.

In recent years the club has fallen into debt with a series of owners and directors who pumped money into the club as needed, but sadly with little or no effect on the club's commercial and financial performance. The Club remains loss-making.

Now with pledges of £300k from the first-round Big Bath City Bid and a 5-year committed working capital loan in place, the supporters and the community have a real opportunity to take control of the Club and build a new future based on community ownership.

As a minimum we need to convert all the pledges received last year into actual community shares by the end of September. However, with experienced new Board members and a strong team of capable volunteers able to professionalise many aspects of the Club, and a clear plan towards community ownership, we believe this can be achieved. The solid commercial foundations and taking the Club through a partial ground redevelopment will ultimately lead to a fully-fledged CBS.

Bath City plays at Twerton Park, which it owns outright. The ground is the club's greatest asset with a capacity of 8,840, 973 of which is seated. The record attendance was, however, 18,020 in the 1960s when we played Brighton & Hove Albion, which just shows the potential. The good quality of Twerton Park as a venue is evidenced by the fact that Bristol Rovers ground-shared with Bath City for ten years from 1986 to 1996, although there is clear need for improvements now. It is a traditional ground, in one of the most deprived areas of Bath, and one in urgent need of regeneration and redevelopment.

# Appendix A1

## The new Board

### Chair:

#### **Nick Blofeld**

*A former chief executive of Bath Rugby, who previously served as Chairman and then trustee of the Bath Rugby Foundation. He has worked extensively in sport and leisure for some time now, and oversaw the redevelopment of Epsom Downs Racecourse whilst MD there. Having been an FMCG marketer after a short service career in the Gurkhas, he is now Divisional Director of Warwick Castle, part of the Merlin Entertainment Group, and a big advocate of the power of sport in developing and influencing life in the community.*

### Directors:

#### **Jon Bickley**

*Founder and MD of Bath-based Anthem Publishing, Jon has lived in Bath for 22 years and supported Bath City since 2003. His company employs 21 people locally and was recently named "Independent Magazine Publisher of the Year". Jon is a lifelong Plymouth fan, but now watches five City matches for every Argyle encounter.*

#### **Shane Morgan**

*Shane already serves on the club's Board of Directors as the official representative of the Supporters Society, as well as being the club's Safety Officer. Well-known and well-respected among City supporters, Shane brings vast operational expertise to the new Board.*

#### **Nick Thompson**

*Nick has been a football fan for pretty much all of his life and is the former managing director of Hull City AFC. He saw his first game, between Hull City and Holbeach Town in a pre-season friendly in c1965. He is also passionate about community engagement having created the award winning "KC in the Community" programme and led fan engagement with Hull City. He is Chief Executive of Bath-based Gradwell Communications and is part of Bath's business community.*

#### **Sally Harris**

*Sally was born and bred in Bath and works as the Communications Officer at local charity Age UK Bath & North East Somerset. She is a co-opted member of the council's Bath City Forum, Secretary of Bath Amnesty and a keen activist within several local campaign groups. Her experience of football thus far has been limited to the Walking Football sessions she helps to co-ordinate for older people in Odd Down and Twerton. She is a new fan of Bath City FC and a staunch advocate of community ownership, knowing the power that sport has to unite communities.*

#### **Paul Williams**

*Paul has most recently been chairman of the Club and has a wealth of financial and administrative knowledge of the Club. He has served on the Board for many years and*

*has detailed knowledge of the day-to-day running of the Club; his involvement provides great continuity to the Board.*

**John Reynolds**

*A passionate supporter and local businessman with his own building company, John has been a Board member and ambassador for the Club for many years already.*

**Andrew Pierce**

*Andrew is a local businessman who has also supported and contributed to the Club in many ways for a long time, with particular help with the pitch itself, putting time and effort into ensuring a quality playing surface.*

**Supporters Liaison Officer (to be elected in November 2016)**

*The Supporters Liaison Officer (SLO) is a UEFA-sanctioned position created to ensure strong communication between the terraces and boardroom. The SLO will have the specific responsibility of representing the fans to the board and the board to the fans. NB Until the SLO is elected in November 2016, this directorship will be filled by the Chair of the Supporters Society, currently Martin Powell.*

## Appendix A2

Working Groups team to date - once change of ownership is complete, we expect many more strong, experienced volunteers to join.

<p><b>1000BC (Attendance Development)</b>            Oliver Holtaway            Jon Bickley            Michael Clayton            Bob Chester            Ashley Davis            James Carlin            Maurice Ashman            Marc Thomas</p>	<p><b>Commercial</b>            Bob Chester            Simon Tapscott            Nick Blofeld</p>	<p><b>Football</b>            Nick Thompson            Paul Williams</p>
<p><b>Operations</b>            Shane Morgan            Phil Weaver</p>	<p><b>Community</b>            Sally Harris            (others TBC)</p>	<p><b>Re-development</b>            Charles Whateley            Pete McCormack            Tim Mourant</p>

## Appendix A3

### What is a Community Benefit Society (CBS)?

A Community Benefit Society is a membership society run for the benefit of the community as defined below, and it is not run for a shareholder or an owner. Like a co-op,

it is run on a “one member, one vote” basis with each member owning a single, nominal ‘ordinary share’ which gives them the right to vote. A CBS can also raise capital funds by selling “community shares” to its members. All members pay an annual subscription.

**A community benefit society** is run primarily for the benefit of the community at large, rather than just for members of the society. This means that it must have an overarching community purpose that reaches beyond its membership. An applicant enterprise must also have a special reason for being a community benefit society rather than a company, such as wanting to have democratic decision-making built into its structure. Although a community benefit society has the power to pay interest on members’ share capital, it cannot distribute surpluses to members in the form of dividends. A community benefit society can opt to have a statutory asset lock, which has the same strength as the asset lock for a charity and for a community interest company. This type of asset lock is not currently available for co-operatives.

Source: <http://communityshares.org.uk>

The CBS members elect a Governing Board, which can also have appointees. Every member has the right not only to vote, but to put themselves forward for election.

The main differences between a CBS football club and a traditionally-owned football club are:

- Increased involvement of Society Members (the fans) in the running of the club
- A commitment to engaging with local community and addressing local social needs, especially for the underprivileged
- Attraction of new sponsors and partners as CBS ownership is in line with forward-thinking companies keen to improve their corporate and social responsibility (CSR)
- New types of funding and grants available
- Potentially new and better relationships with strategic partners, both local and national
- Increased attendance at games as fans feel more involved in the club